

HARFORD COUNTY, MARYLAND 2014 - 2017



EQUAL EMPLOYMENT OPPORTUNITY/DIVERSITY ACTION PLAN



History of Harford County Government

Harford County Government was governed by county commissioners from the time it was created by the state legislature in 1773 until 1972. In December 1972, enactment of the Harford County Charter gave the county a system of home rule. The charter provided for legislative and executive branches of government.

The county executive is the chief executive officer of Harford County and heads the executive branch of the county's government. Elected every four years, the county executive is aided by a cabinet composed of directors from the following departments and agencies: Administration, Community Services, Economic Development, Emergency Services, Housing, Human Resources, Information and Communications Technology, Inspections, Licenses and Permits, Law, Parks & Recreation, Planning & Zoning, Public Works, and Treasury.

The seven-member Harford County Council operates as the legislative branch. Six council members are elected every four years, one from each of the county's six voting districts. The remaining council member is elected at large to serve as council president. The panel meets in legislative session on the first three Tuesdays of each month.

The county seat in Harford County is located in downtown Bel Air. The present courthouse on main Street was constructed in 1859 on the site of the original Courthouse which was destroyed by fire early in the same year. Little has changed to alter the appearance of the ceremonies courtroom and a valuable collection of portraits of Harford Countians are on display there. The rostrum, lawyer's table and benches, restored in 1933, are made of black walnut. The original courthouse is used by the judges of the Circuit Court for ceremonial proceedings and jury trials. The State's Attorneys office is also located there.

The Mary Risteau Building, named after Mary Risteau (1890-1978), a leader of legislative, educational and civic affairs, has been built on Bond Street directly behind the Courthouse to accommodate the four judges of the District courts and various State government offices.

The County Seal (shown above) uses gold to symbolize the wealth of the county and the richness of its fields. Across the shield are waving bands of blue signifying three major county streams - Deer Creek, Bynum Run and Winters Run. The crest is a two-handed forearm with the hand on the left holding a white quill symbolizing the pen used by those who wrote and signed the Bush Resolution. The hand on the right holds a sword as if presenting into the right hand of the nation, the skills of reproducing defense materials at Aberdeen Proving Ground. The motto "*At the Risk of Our Lives and Fortunes*" comprises the last eight words of the Bush Resolution and preserves the same spelling for "risk" as used in that document.

The first official flag, bearing the county seal on a field of blue, was unveiled by the County Executive in 1974.

MISSION, VISION AND VALUES

HARFORD COUNTY, MARYLAND MISSION STATEMENT

Harford County will preserve our traditions and promote the highest quality of life through efficient, honest, and responsive service to all citizens while planning for a prosperous and secure future.

VISION

~Preserving Harford's Past; Promoting Harford's Future~

VALUES

Harford County, Maryland holds the following as key values:

- Professionalism
- Effective Communication
- Respect
- Team Work
- Trust
- Innovation
- Diversity
- Integrity and Honesty
- Safe and Secure Environment for Public and Employees

HARFORD TRANSIT LINK MISSION STATEMENT

The mission of Harford Transit LINK is to provide the public with a safe and efficient transportation system that increases access and mobility, reduces congestion, improves the environment, and supports economic development, thereby enhancing the quality of life throughout Harford County.

POLICY STATEMENT

Harford County is an equal opportunity employer committed to workforce diversity. It is the policy of Harford County to continue in its strong commitment for equal employment opportunities for all persons without regard to race, color, national origin, sex, age, religion, or disability through fair practices management. Equal employment opportunities include all aspects of employment, including, but not limited to recruitment and hiring, promotions, transfers, training and benefits.

It is also the policy of Harford County that supervisors and managers must be diligent in order to provide an environment that is free from discrimination and harassment of any kind. Harford County will not tolerate discrimination or harassment of anyone on these bases, or retaliation against anyone for participating in an investigation under the County's policy. Employment discrimination is prohibited by Federal, State, and local laws and will not be tolerated.

Although not under the control or direction of Harford County, those entities that are funded through Harford County are encouraged by the County to maintain a strong commitment to equal employment opportunities for all through their own fair practices management. These entities include the Harford County Sheriff's Office, Harford County State's Attorney's Office, and the Circuit Court for Harford County.

Harford Transit LINK and their employees are covered under this plan.

RESPONSIBILITY FOR IMPLEMENTATION

The Department of Human Resources, with assistance from the Office of Human Relations and the Commission on Disabilities, is the lead entity responsible for development and implementation of the Equal Employment Opportunity and Diversity Action Plan. The Department of Human Resources is also responsible for enforcement of Harford County's policies regarding Equal Opportunity and Harassment (#08-20-06).

In conjunction with other County departments, the Department of Human Resources serves to promote fairness, equity, and respect for diversity in the workplace. Managers and supervisors bear a responsibility to remain diligent so that an environment free from discrimination and harassment of any kind is provided to employees. Department and Agency Directors are responsible and accountable for implementing the objectives of the County's EEO and Diversity Action Plan in their respective areas.

DISSEMINATION OF PLAN

The County's Equal Employment Opportunity and Diversity Action Plan shall be made available to applicants, employees, and the general public through the Department of Human Resources (HR). HR will disseminate the information contained in the Plan to all Department and Agency Directors on an annual basis. In turn, the Department and Agency Directors are responsible for making the Plan available to employees within their respective areas. The Plan will be available on the Interactive Workforce ("IW") for employees. The Plan will also be disseminated to the Harford County Office of Human Relations and the Commission on Disabilities.

The County distributes copies of the County's EEO and Sexual Harassment Policies contained in the Plan at all employee orientations and related training sessions. The policies are reiterated throughout the year in various County-wide communications. The policies are available within each department, and county employees can also find the policies in the resource library of the County's Sharepoint website

RECRUITMENT OBJECTIVES AND STRATEGIES

Recruitment Philosophy

It is the policy of Harford County to conduct all employment activities in a manner that will provide equal employment opportunity for all persons without regard to race, color, national origin, sex, age, religion, or disability. The County's goal is to provide full and equal opportunity for qualified individuals.

To this end, the County employs strategies to attract a diverse and qualified pool of candidates from which to make employment decisions. Recognizing the value of diversity in terms of the skills, abilities, experiences, and perspectives of individuals, Harford County strives to achieve inclusiveness through recruitment outreach and by identifying and eliminating barriers to diversity in recruitment.

Recruitment Objectives

The County's goal is to achieve a diverse group of qualified employees and eliminate barriers to optimum utilization of underrepresented employees. To this end, the Department of Human Resources has and will continue to expand and target its recruitment outreach efforts to include currently underrepresented communities. The County's objectives are to increase representation of qualified females and minorities in all underrepresented EEO job groups.

Recruitment Strategies

The Department of Human Resources is the primary agency responsible for performing recruitment activities for countywide employment. Through the Department, the County strives to meet its recruitment objectives by expanding outreach in areas serving the Black, Asian and Hispanic communities and also in any job categories whenever underrepresentation exists, through the use of media and organizations representing minorities and women. The Department has adopted the following strategies and steps to achieve these objectives:

- HR is available to meet with individual departments in a consulting capacity to advise them on outreach to a variety of underrepresented groups in their department-specific recruitment efforts;
- HR has targeted recruiting through position vacancy announcements provided to historically minority churches, businesses and colleges.
- HR has targeted recruiting through attendance at job fairs at predominately minority colleges.
- Through the application review committee within HR, a representation of qualified minority applicants are selected for interview.
- Summer internships are utilized to encourage minority employment.
- The County has developed the “Hire Ability” program in conjunction with the Maryland Department of Rehabilitative Services to promote internships with individuals with disabilities.
- With regard to advertising to the disability community:
 - Post link on Commission on Disability website to HR/Job Openings page
 - Distribute emails from HR about job openings to Disability Coordinator’s listserv
 - Distribute emails from HR about job openings to Employment Committee (group of providers that serve individuals with disabilities looking for employment)
 - Post job on Commission on Disability Facebook page
 - Post signs at DORS, Service Coordination, and other employment providers advising them of the County’s employment website.

FAIR PRACTICES MANAGEMENT

Harford County continues to utilize Fair Practices Management as a key component of promoting equal opportunity in employment. Harford County has designated a highly skilled employee, cognizant of both the legal requirements of equal opportunity and the barriers facing the underrepresented, as the Fair Practices Manager. The Fair Practices Manager monitors interviews to ensure fairness and equality in the interview process. The Fair Practices Manager also reviews and approves of all interview reports and employment selections prior to submission to the Director of Human Resources for approval. In addition, the Fair Practices Manager is responsible for advising the Director of Human Resources of any potential inequities that may exist in the recruitment and selection process.

EEO COMPLAINT PROCESSING PROGRAM- EMPLOYEE RELATIONS UNIT

The Department of Human Resources, in conjunction with the Department of Law, is responsible for managing the EEO Compliance function for the County. Collectively, the two departments are responsible for investigating complaints of discrimination from employees, applicants, contractors, and other individuals who conduct business with the County government via the Employee Relations Unit.

The investigative unit operates separately and distinctly and acts as an independent, neutral finder of fact in the investigation of discrimination complaints. The unit approaches all complaints as an impartial third party, representing neither management nor employees. The investigator performs comprehensive fact-finding in accordance with internal procedures, renders impartial determinations, and makes recommendations for appropriate, equitable actions.

In addition, Harford County created the "Employee Hotline", a system by which claims of discrimination, harassment or inappropriate activities can be reported. Both an internal and external email address is available for employees. Employees are reminded of the Employee Relations Unit at least twice during each calendar year via email.

The complaint procedure contained within the County's Policy on Sexual Harassment (contained in the Appendices) provides some of the procedures related to processing complaints of discrimination.

ALTERNATIVE DISPUTE RESOLUTION

In a continuing effort to resolve workplace disputes in an efficient and effective manner, Harford County has striven to develop new and innovative ways to address complaints and inter-personal conflicts in the workplace. To this end, the County, in conjunction with the employee bargaining representative, as appropriate, continues to offer an alternative mediation process to resolve grievances and conciliate conflicts, as alternatives to standard grievance processing and complaint investigation.

Mediation is an informal, completely voluntary process that provides parties to a dispute with a safe, non-threatening forum to air the dispute and work out a mutually agreeable resolution to the problem. The process is facilitated by a trained mediator who serves as a neutral third party. The mediator does not act as a decision-maker or counsel to either party, but rather helps the parties develop options in search of a resolution to the problem. The process is conciliatory as opposed to adversarial and the parties retain control of the outcome. Finally, the process is free, confidential, and voluntary. In the event that the matter cannot be resolved through mediation, the employee may continue through the grievance process without prejudice.

TRAINING PROGRAMS

Harford County continues in its commitment to increase awareness of cultural diversity and harassment prevention through its training programs. Every employee must attend training in these two areas every two years, and managers and supervisors take additional training geared toward supervisory responsibilities. The County is currently in the process of developing on-line training for its employees, with training on sexual harassment/harassment being one of the first areas developed. Employees will be required to undertake the training and pass an on-line test. Those failing to achieve the required minimum passing grade will then be required to take additional training in a live setting.

Harford County has also offered TEAM (Targeted Employee and Management) training for employees to obtain more in depth training. Department heads recommend those employees who have management potential and/or those employees who are currently managers. The Director of Human Resources then reviews and selects participants, ensuring diversity and minority representation. Participants receive training over the course of 9 sessions, and the participants are trained on the rules, regulations, laws, policies and procedures that managers are regularly required to implement during the workday. These sessions include the following:

- TEAM Introduction
- HR Basics
- Interactive Workforce (IW)
- Employment Process
- Position Audits
- Safety Incident Reporting
- Public Information Act
- Time Management
- Performance Planning and Appraisal

- Coaching for Improvement
- Building Trust
- Working as a Team
- Drug Free Workplace
- Reasonable Suspicion
- Progressive Discipline and Grievances
- Conflict Resolution
- Legal Issues in the Workplace
- Diversity
- Return to Work Program
- Medical Leave
- Ethics and Personal Empowerment
- You as a Leader
- Emotional Intelligence
- Building an Innovative Workplace
- Influencing Others
- Managing Projects
- Discovering Your Strengths
- Making Effective Decisions

ACTION PROGRAMS

Harford County recognizes that outreach programs to the community are an essential part of any EEO plan. Toward that end, the County has offered several programs to educate the public and increase awareness, and provide information on available resources to those in underrepresented groups. A sampling of those programs is as follows:

Expo for Transitioning Youth

In March of 2014, the Commission on Disabilities will host a free conference for teens and young adults with special needs (and their families) facing the challenge of transition from high school to higher education, work and adulthood. Featuring workshops for both diploma and certificate track students and resources to help transitioning youth find the path to success: employment, college, job training programs, driving and recreation.

Cultural Literacy Fair

For the fourth year, the Harford County Human Relations Commission in partnership with Harford County Public Schools and Barnes & Noble sponsored the Cultural Literacy Fair. The Fair provides an opportunity for students, parents and community members to participate in activities and learn about the various cultures in Harford County. The Fair provides a forum for all participants, including neighbors and community leaders, to meet and interact through literature and games. The Fair featured interactive cultural displays highlighting various regions of the world where people have relocated including: Asia, Europe, Africa and the Americas.

Commission For Women – Community Conversations

The Harford County Commission for Women recently hosted two successful discussions as part of their Community Conversations series. “Stand UP and Be Counted: Schoolyard Bullying to Workplace Harassment” was the theme of the first event, and the evening included a discussion about the rise in bullying and incivility from childhood to adulthood and ways to handle those situations and more.

“Women for Women: Why Are We Our Own Worst Enemy” was the theme of the second Community Conversations sponsored by the Harford County Commission for Women. This discussion focused on the relationship between women in the workplace, relational aggression between women, and women working inside or outside the home.

Commission On Disabilities—Employment Recognition

The Harford County Commission on Disabilities continues in its efforts to increase awareness, not only amongst county employees, but within the County limits. The Commission offered an award ceremony to celebrate the accomplishments and achievements of people with disabilities who overcome obstacles in their pursuit of excellence. The Commission also uses the event to recognize contributions made by employers, families, friends and organizations to change attitudes about employees with disabilities in the workforce.

At the ceremony, the theme of “Because We Are EQUAL to the Task” was unveiled to kick off a six month local marketing campaign that aims to educate the public and local employers on the value of employing citizens with disabilities. The campaign will include posters around Harford County, as well as informational resources regarding such topics as Youth, Accommodations, Mental Health, Veterans and Aging in the Workplace.

UNDERUTILIZATION

Based on the analysis of Harford County Government's statistics verses the Community Labor Workforce Statistics, the following job categories reflect underutilization of community labor as stated for each ethnic group and gender by the percentage identified.

OFFICIALS/ADMINISTRATORS

Black/Male: **-.3.3%**

Black/Female: **-.5.07%**

White Female: **-.1.39%**

Hispanic Female: **-.47%**

Asian or Pacific Islander Female: **-.99%**

Harford County recognizes the underutilization of the categories above in the Officials/Administrators job level. The highest level of underutilization in this category is the representation of the Black Female as their representation in the community workforce is 6.29% at that job level while in our government workforce it is only 1.22%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this plan.

PROFESSIONALS

Black/Male: **-.01%**

Black Female: **-.39%**

Asian or Pacific Islander Male: **-.94%**

White Female: **-4.79%**

Hispanic Female: **-.47%**

Asian or Pacific Islander Female: **-.14%**

Harford County Government recognizes the underutilization of the categories listed above in the Professionals job level. The highest level of underutilization in this category is the representation of the White Female as their representation in the community workforce is 50.6% at that job level while in our government workforce it is only 45.81%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this plan.

TECHNICIANS

Black/Male: **-2.07%**

Asian or Pacific Islander/Male: **-1.51%**

Asian or Pacific Islander/Female: **-.45%**

American Indian or Alaska Native: **-.22%**

Black/Female: **-4.81%**

White/Female: **-25.92%**

Harford County Government recognizes the underutilization of the categories listed above in the Technicians job level. The highest level of underutilization in this category is the representation of the White Female as their representation in the community workforce is 45.31% at that job level while in our government workforce it is 19.39%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this plan.

PROTECTIVE SERVICES

Black/Female: **-28.33%**

Hispanic/Female: **-.09%**

Harford County Government recognizes the underutilization of the categories listed above in the Protective Services job level. The highest level of underutilization in this category is the representation of the Black Female as their representation in the community workforce is 28.33% at that job level while in our government workforce it is 0%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this plan.

PARA-PROFESSIONALS

This job category is not identified on Census Bureau – EEO Database; therefore, cannot determine underutilization.

ADMINISTRATIVE SUPPORT

Black/Male: **-1.2%**

Hispanic/Male: **-.04%**

White/Female: **-4.3%**

Asian or Pacific Islander/Female **-.15%**

White/Male: **-3.39%**

Harford County Government recognizes the underutilization of the categories listed above in the Administrative Support job level. The highest level of underutilization in this category is the representation of the White Female as their representation in the community workforce is 56.82% at that job level while in our government workforce it is 52.52%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this plan.

SKILLED CRAFT

Black /Male: **-2.52%**

Hispanic/ Male: **-1.31%**

Asian or Pacific Islander/Male: **-.46%**

Black/Female: **-.08%**

American Indian or Alaskan Native/Male: **-.49%**

Harford County Government recognizes the underutilization of the categories listed above in the Skilled Craft job level. The highest level of underutilization in this category is the representation of the Black Male as their representation in the community workforce is 7.43% at that job level while in our government workforce it is 4.91%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this plan.

SERVICE/MAINTENANCE

Hispanic/Male: **-.59%**

Black/Female: **-3.44%**

Asian or Pacific Islander/Male: **-.01%**

White/Female: **-10.03%**

American Indian or Alaskan Native/Male: **-.22%**

Hispanic/Female: **-.47%**

Asian or Pacific Islander/Female: **-1.55%**

Harford County Government recognizes the underutilization of the categories listed above in the Service/Maintenance job level. The highest level of underutilization in this category is the representation of the White Female as their representation in the community workforce is 33.94% at that job level while in our government workforce it is 23.91%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this plan.

UTILIZATION ANALYSIS CHART
RELEVANT LABOR MARKET: Harford County, Maryland
December 28, 2013

Job Category	MALE					FEMALE				
	Black (Non-Hispanic)	White (Non-Hispanic)	Hispanic	Asian or Pacific Islander	American Indian or Alaska Native	Black (Non-Hispanic)	White (Non-Hispanic)	Hispanic	Asian or Pacific Islander	American Indian or Alaska Native
Officials/Administrators										
Workforce #/%	1/1.22%	53/64.63%	1/1.22%	1/1.22%	0/0%	1/1.22%	25/30.49%	0/0%	0/0%	0/0%
CLS #/%	870/4.52%	10,465/54.42%	155/8.1%	120/6.2%	0/0%	1210/6.29%	6130/31.88%	90/4.7%	190/9.9%	0
Utilization #/%	-3.3%	10.21%	.41%	.6%	0%	-5.07%	-1.39%	-4.7%	-9.9%	0%
Professionals										
Workforce #/%	5/3.23%	66/42.58%	1/6.5%	1/6.5%	0/0%	8/5.16%	71/45.81%	1/6.5%	2/1.29%	0/0%
CLS #/%	885/3.24%	9785/35.84%	170/6.2%	435/1.59%	0/0%	1515/5.55%	13815/50.60%	305/1.12%	390/1.43%	0/0%
Utilization #/%	-0.1%	6.74%	.03%	-9.4%	0%	-3.9%	-4.79%	-4.7%	-1.4%	0%
Technicians										
Workforce #/%	4/4.08%	73/74.49%	0/0%	0/0%	0/0%	1/1.02%	19/19.39%	0/0%	1/0.9%	0/0%
CLS #/%	285/6.15%	1875/40.45%	0/0%	70/1.51%	0/0%	270/5.83%	2100/45.31%	0/0%	25/5.4%	10/2.2%
Utilization #/%	-2.07%	34.04%	0%	-1.51%	0%	-4.81%	-25.92%	0%	-4.5%	-2.2%
Protective Services										
Workforce #/%	1/89%	60/53.57%	0/0%	0/0%	0/0%	0/0%	50/44.64%	1/0.9%	0/0%	0/0%
CLS #/%	0/0%	135/45%	0/0%	0/0%	0/0%	85/28.33%	80/26.67%	0/0%	0/0%	0/0%
Utilization #/%	.89%	8.57%	0%	0%	0%	-28.33%	17.97%	-0.9%	0%	0%
*Para-Professional	*Para-Professional Job Category is Not Identified on Census Bureau - EEO Database									
Administrative Support										
Workforce #/%	4/2.88%	36/25.09%	1/7.2%	2/1.44%	1/7.2%	19/13.67%	73/52.52%	3/2.16%	0/0%	0/0%
CLS #/%	1395/4.08%	9750/28.48%	260/7.6%	420/1.23%	0/0%	2480/7.25%	19,450/56.82%	425/1.24%	50/1.5%	0/0%
Utilization #/%	-1.2%	-3.39%	-0.4%	.21%	.72%	6.42%	-4.3%	.92%	-1.5%	0%

UTILIZATION ANALYSIS CHART
RELEVANT LABOR MARKET: Harford County, Maryland
December 28, 2013

	MALE				FEMALE					
Job Category	Black (Non-Hispanic)	White (Non-Hispanic)	Hispanic	Asian or Pacific Islander	American Indian or Alaska Native	Black (Non-Hispanic)	White (Non-Hispanic)	Hispanic	Asian or Pacific Islander	American Indian or Alaska Native
Skilled Craft										
Workforce #/%	11/4.91%	197/87.95%	0/0%	2/89%	0/0%	1/4.5%	12/5.36%	0/0%	1/4.5%	0/0%
CLS #/%	910/7.43%	10480/85.62%	160/1.31%	165/1.35%	60/49%	65/53%	350/2.86%	0/0%	50/4.1%	0/0%
Utilization #/%	-2.52%	2.33%	-1.31%	-4.6%	-4.9%	-0.8%	2.5%	0%	.04%	0%
Service/Maintenance										
Workforce #/%	21/9.13%	140/60.87%	2/87%	2/87%	0/0%	9/3.91%	55/23.91%	1/4.3%	0/0%	0/0%
CLS #/%	2410/9.02%	11940/44.68%	390/1.46%	235/1.88%	60/22%	1965/7.35%	9070/33.94%	240/90%	415/1.55%	0/0%
Utilization #/%	.11%	16.19%	-5.9%	-0.1%	-2.2%	-3.44%	-10.03%	-4.7%	-1.55%	0%

PLAN TO ADDRESS UNDERUTILIZATION

Harford County Government will continue to promote equal opportunity and the enhancement of the minority workforce through fair practices management and recruitment as outlined in this plan.

It should be noted that Harford County Government has many outside sources to compete with in our efforts to attract, recruit, promote and retain a diversified workforce. Aberdeen Proving Ground is the largest employer within Harford County and employs a large percentage of the Harford County population. As a result of BRAC, APG becomes even more competitive. In addition, in the area of private industry, since 2009, approximately 127 new business projects resulted in the creation of new jobs. The job growth potential of these jobs were in the areas of defense, research and development, technology, manufacturing, distribution, engineering, services, and retail sectors.

Harford County Government will continue to provide position vacancy announcements to outside businesses, organizations, and agencies in an effort to recruit and promote a diverse workforce and enhance any areas where underutilization exists.

HARFORD COUNTY GOVERNMENT

EEO WORKFORCE STATISTICS

HARFORD COUNTY GOVERNMENT - LABOR STATISTICS

December 28, 2013

Job Category	MALE						FEMALE					
	TOTAL	B	W	H	A/PI	A/AN	B	W	H	A/PI	A/AN	
Officials/Administrators	82	1	53	1	1	0	1	25	0	0	0	
%		1.22%	64.63%	1.22%	1.22%	0.00%	1.22%	30.49%	0.00%	0.00%	0.00%	
Professionals	155	5	66	1	1	0	8	71	1	2	0	
%		3.23%	42.58%	0.65%	0.65%	0.00%	5.16%	45.81%	0.65%	1.29%	0.00%	
Technicians	98	4	73	0	0	0	1	19	0	1	0	
%		4.08%	74.49%	0.00%	0.00%	0.00%	1.02%	19.39%	0.00%	1.02%	0.00%	
Protective Services	112	1	60	0	0	0	0	50	1	0	0	
%		0.89%	53.57%	0.00%	0.00%	0.00%	0.00%	44.64%	0.89%	0.00%	0.00%	
*Para-Professional	109	1	29	0	1	0	4	73	0	1	0	
%		0.92%	26.61%	0.00%	0.92%	0.00%	3.67%	66.97%	0.00%	0.92%	0.00%	
Administrative Support	139	4	36	1	2	1	19	73	3	0	0	
%		2.88%	25.90%	0.72%	1.44%	0.72%	13.67%	52.52%	2.16%	0.00%	0.00%	
Skilled Craft	224	11	197	0	2	0	1	12	0	1	0	
%		4.91%	87.95%	0.00%	0.89%	0.00%	0.45%	5.36%	0.00%	0.45%	0.00%	
Service/Maintenance	230	21	140	2	2	0	9	55	1	0	0	
%		9.13%	60.87%	0.87%	0.87%	0.00%	3.91%	23.91%	0.43%	0.00%	0.00%	
TOTALS	1149	48	658	5	9	1	43	381	6	5	0	
%		4.20%	57.30%	0.44%	0.79%	0.09%	3.77%	33.15%	0.53%	0.44%	0.00%	

HARFORD COUNTY GOVERNMENT - LABOR STATISTICS

December 28, 2013

Job Category	MALE					FEMALE				
	TOTAL	B	W	H	A/I/AN	B	W	H	A/I/AN	
*Para-Professional Job Category and Statistics for this Category Are Not Identified on Bureau Of Labor Statistics										
EEO Database										

GOALS AND TIMETABLES

Human Resources' representative(s) will meet with all department heads and/or their designee to present the EEO statistical information for their department and identify areas for improvement. At that time, numeric and percentage goals will be established for long and short term goals.

As the Administration will be changing in December 2014 due to the upcoming election, the goal will be to start the meetings as identified above in the Spring of 2015.

The goal of Human Resources will be to continue promoting diversity through fair practices management as outlined in this plan.

It is recognized that diversity is needed in some job categories as outlined in the Underutilization Section of this plan.

One short term goal (within the next 12 months) would be to focus on promoting diversity specifically in the Officials/Administrators job category as the employees in this category consists predominately of white males and females.

Long term goals (within the next 3 years) would be to focus on promoting diversity in all of the job categories where underutilization exists.

Meeting short and long term goals and addressing underutilization may be impacted by lack of turnover or vacancies within the job category and lack of qualified job applicants for ethnicity and gender which is underutilized.

DURATION & MAINTENANCE OF PLAN

The contents of this Equal Opportunity/Diversity Action Plan will cover the period of January 2014 through January 2017. The Department of Human Resources will be responsible for the update and maintenance of this plan every three (3) years.

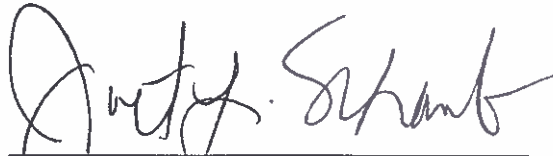
The Equal Opportunity/Diversity Action Plan will be available in the Department of Human Resources for review by County employees and the public. The Department of Human Resources will inform all employees of the availability of this plan through new employee orientation and the Human Resources Newsletter. Human Resources will also post a statement regarding availability of the plan on our website, the bulletin board on which position vacancy announcements are posted and on-line on Employee Interactive Workforce (IW).

CONCURRENCE:


Robert S. McCord
County Attorney

4/4/14
Date

AUTHORITY:


Janet L. Schaub
Director of Human Resources

04/03/14
Date


Mary F. Chance
Director of Administration

4/17/14
Date


David R. Craig
County Executive

4/17/14
Date

**HARFORD COUNTY, MARYLAND
EQUAL EMPLOYMENT OPPORTUNITY
AND
DIVERSITY ACTION PLAN
NOTICE**

Harford County's Equal Employment Opportunity/Diversity Action Plan is available to the public and to employees.

The Plan is available in the Department of Human Resources at 112 Hays Street, Bel Air, Maryland 21014. It is also available on the Department of Human Resources' website at www.harfordcountymd.gov Also, employees can access this plan through Interactive Workforce (IW).

Questions may be directed to the Department of Human Resources at 410 638 3201.

APPENDIX

DAVID R. CRAIG
HARFORD COUNTY EXECUTIVE

LORRAINE COSTELLO
DIRECTOR OF ADMINISTRATION



Policy Number: 08-20-06
Effective Date: June 1, 2010
Revision Date: Dec. 2, 2010

HARFORD COUNTY GOVERNMENT

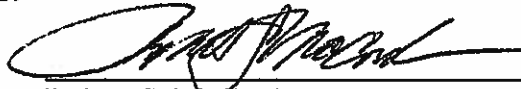
HARFORD COUNTY POLICY Department of Human Resources

POLICY: Discrimination/Harassment/Retaliation

DESCRIPTION: It is the policy of Harford County Government to maintain and foster a work environment in which all employees are treated with decency and respect. Accordingly, Harford County absolutely prohibits and will not tolerate discrimination and/or harassment based on sex, race, color, national origin, age, disability (mental or physical), religion, or any other attribute protected by law, toward any employee or any other person in our workplace. Therefore, employees at all levels must refrain from engaging in offensive or inappropriate behavior at work.

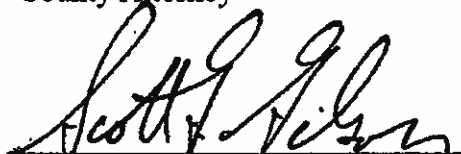
SCOPE: This policy applies to all employees of Harford County Government.

CONCURRENCE:

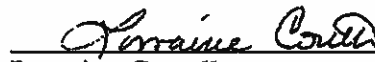

Robert S. McCord
County Attorney

12/2/10
Date

AUTHORITY:


Scott T. Gibson
Director of Human Resources

12/2/2010
Date


Lorraine Costello
Director of Administration

12/2/10
Date


David R. Craig
Harford County Executive

12/2/10
Date

~ Preserving Harford's past; promoting Harford's future ~

PROCEDURE: *Harassment*

Harassment is unwelcome conduct toward an individual because of his or her age, disability (mental or physical), national origin, race, color, religion or sex, when the conduct creates an intimidating, hostile or offensive work environment. Examples of harassment that will violate the law and this policy include, but are not limited to:

1. Verbal or written communications (including in electronic format or through a messaging system) that contain offensive name calling, jokes, slurs, negative stereotyping or threats. Included in this conduct are comments or jokes that are targeted at individuals or groups based upon age, disability (mental or physical), national origin, race, color, religion or sex.
2. Unwelcome sexual advances and/or requests for sexual acts or favors or actions concerning the employment relationship. Verbal or physical conduct of a sexual nature that insinuates either explicitly or implicitly that an employee's submission to or rejection of sexual advances will in any way influence any personnel decision regarding the employee's job, wages, performance evaluation, advancement, assigned duties, shifts, eligibility for training or any other condition of employment or career development.
3. Non-verbal conduct, such as leering or the giving of inappropriate gifts.
4. Physical conduct, such as assault or unwanted touching.
5. Visual images, such as derogatory or offensive pictures, cartoons, drawings or gestures. Such prohibited images include those in hard copy or electronic format, whether physically present in the workplace or accessed over the Internet.

It is not the County's intent or desire to regulate personal relationships between employees outside the workplace. However, the County is committed to ensuring that personal relationships do not adversely affect the work environment by creating a conflict of interest, by disrupting our business, or by creating a liability for the County and its personnel. The County does not allow employees who are in a personal relationship to be in a direct or indirect supervisory/subordinate relationship at work.

Supervisory employees must notify the Human Resources Director if they enter into a spousal relationship or other intimate relationship with another employee over whom they have a direct or indirect supervisory role. Failure to do so may result in discipline, up to and including termination.

Where spouses or other co-workers in a personal relationship are also in a supervisory/subordinate relationship, the County will attempt to reassign one of the individuals. In some cases, the County may determine that reassignment is either impracticable or unlikely to eliminate the supervisory/subordinate relationship. If so, the County will discuss any other options with the individuals, including the possibility of one individual leaving the County.

Procedures for Receiving and Handling Discrimination/Harassment Complaints

Violations of this policy *will* result in disciplinary action, up to and including termination from employment.

Complaints of harassment will be promptly and carefully investigated. Any employee who has a complaint of harassment at work by any supervisor, co-worker, visitor, client, or agent of the County should immediately bring the matter to the attention of their immediate supervisor. In the event the complaint involves supervisory personnel in the employee's immediate chain of command, or if the employee is uncomfortable discussing the matter with the direct supervisor, the complaint should be filed with another supervisor, the Director of Human Resources or any other County Official to whom the employee feels comfortable discussing the matter. Although the County does not require that complaints of harassment be filed in writing, the employee is encouraged to do so. Any complaint filed will be forwarded to and investigated by the Department of Human Resources in conjunction with the Department of Law.

The County's investigation will include interviews with material witnesses including, but not limited to, the complainant and the accused. The privacy of the complainant and the accused will be kept confidential to the extent possible. However, it may be necessary to reveal the nature of the allegations with alleged witness or others during the course of the investigation in order to conduct a thorough investigation. All participants in the investigation are advised that any breach of another employee's confidentiality may result in disciplinary action.

Retaliation against employees for reporting discrimination, harassment or cooperating in a discrimination/harassment complaint is strictly prohibited and will constitute a violation of this policy. Any intentional false accusations or statements shall result in disciplinary action against the individual providing false information.

Any employee who believes that an investigation is not being conducted properly or fairly should advise the Director of Human Resources, the Director of Administration, or the County Executive.



HARFORD COUNTY GOVERNMENT EMPLOYEE COMPLAINT FORM

Harford County takes employee complaints of discrimination, harassment, and unethical or unfair conduct as serious matters. So that we may properly investigate your concern, you are requested to fill out this form as soon as possible. Please use additional sheets of paper where needed. After a prompt and thorough investigation into your complaint, you will be notified of the conclusion of the complaint. You will not be privy to any personnel action which may be taken against another employee.

Name: _____ EIN _____

Home Address: _____

Home Phone: _____ Work Phone: _____

Department: _____ Division: _____

Supervisor: _____ Department Head: _____

Position/Classification: _____

1. Please describe in as much detail as possible the nature of your complaint.
Please provide or identify all known persons, documents and witnesses to your concerns.

**HARFORD COUNTY GOVERNMENT
EMPLOYEE COMPLAINT FORM
PAGE 3**

5. Please provide any additional comments you wish us to consider when investigating your complaint.

ACKNOWLEDGEMENT

I, _____ have carefully reviewed the statements in this complaint that I have provided. I solemnly affirm under the penalties of perjury that the contents of the foregoing complaint are true to the best of my knowledge, information and belief. I acknowledge that this investigation is confidential and that I am not to disclose information during the course of the investigation.

EMPLOYEE SIGNATURE: _____ **DATE:** _____

WITNESSED BY: _____ **DATE:** _____

Harford County Government

Complaint and/or Investigation Log

[illegible]